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CSS

21st ANNUAL REPORT

SHOPLIFTING

IN

SUPERMARKETS

DRUG STORES - DISCOUNT STORES

BY

ROGER GRIFFIN CPP

COMMERCIAL SERVICE SYSTEMS INC.

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March 15, 1984

TO: OUR FRIENDS IN THE RETAIL INDUSTRY.

This TWENTY-FIRST ANNUAL REPORT ON SHOPLIFTING IN SUPERMARKETS, DRUG STORES AND DISCOUNT STORES is presented on behalf of our retailer clients who participate in our Shoplifting Prevention and Administrative Support System.

The data presented is a composite created from individual written reports of shoplifting apprehensions made by our clients in their stores.

19,773	Reports were received from	740 Supermarkets
3,997	Reports were received from	150 Drug Stores
7,311	Reports were received from	111 Discount Stores
31,081	TOTAL	1001

Approximately ninety-five percent (95%) of the cases came from stores located in Southern California. The remaining five percent (5%) of the cases came from other western states.

Shoplifting is insidious and pervasive. It intrudes into all forms of retailing. It is an immediate problem for the retailer who sustains the loss and the cost of expensive countermeasures. It is just as much a problem for the consumer who ultimately pays the bill.

Shoplifting is also nebulous. It consists of countless bits and pieces represented by continuing and endless cases of individual theft. Rarely does an individual theft command much attention because the act ranks low on society's list of problems. This fragmentation contributes to the difficulties of management at all levels.

Our goal in publishing this report is to provide some insight into the dynamics of shoplifting through the presentation of hard data. We hope that this data will be useful to retail executives, the judiciary, the legislature, prosecutorial and law enforcement agencies and to the public at large.

We are happy to share this data and ask only that users comply with the conditions stated on the following page.

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ESTIMATING SHOPLIFTING LOSSES

The amount of loss to retail business due to shoplifting remains an enigma because several factors contribute to total inventory shrink.

Those factors include shoplifting, employee theft, vendor theft, good faith errors of undercharge at the point of payment, errors in the inventory-accounting procedure, etc.

It is obviously impossible to know with certainty to what extent each factor contributes to the total shrink. We offer the following method of estimating the importance of the shoplifting factor in the equation.

SUPERMARKET

Average Value of Merchandise Recovered per Apprehension	Estimated Number of Incidents per Store per Day	Operating Days per Year	Yearly Loss per Store
$ 11.61	1	363	$ 4,214
11.61	2	363	8,429
11.61	3	363	12,643
11.61	4	363	16,858
11.61	5	363	21,072
11.61	6	363	25,287
11.61	7	363	29,501
11.61	8	363	33,715
11.61	9	363	37,930
11.61	10	363	42,144

DRUG STORE

$ 14.89	1	363	$ 5,405
14.89	2	363	10,810
14.89	3	363	16,215
14.89	4	363	21,620
14.89	5	363	27,025
14.89	6	363	32,430
14.89	7	363	37,835
14.89	8	363	42,241
14.89	9	363	48,646
14.89	10	363	54,051

DISCOUNT STORE

$ 27.12	1	363	$ 9,845
27.12	2	363	19,689
27.12	3	363	29,534
27.12	4	363	39,378
27.12	5	363	49,223
27.12	6	363	59,067
27.12	7	363	68,912
27.12	8	363	78,756
27.12	9	363	88,601
27.12	10	363	98,446

ESTIMATING SHOPLIFTING LOSSES
A FORMULA FOR INDIVIDUAL RETAILERS

PLEASE INDICATE THE PERCENTAGE OF TOTAL INVENTORY SHRINK WHICH YOU BELIEVE THE FOLLOWING FACTORS CONTRIBUTE:

1.	SHOPLIFTING.....	_____%
2.	EMPLOYEE THEFT.....	_____
3.	VENDOR THEFT.....	_____
✱4.	GOOD FAITH CASHIER UNDERCHARGE..	_____
5.	INVENTORY-ACCOUNTING ERRORS.....	_____
6.	OTHER.....	_____
		100%

7. MULTIPLY YOUR TOTAL YEARLY INVENTORY SHRINK BY THE PERCENTAGE YOU ATTRIBUTE TO SHOPLIFTING:

$_____	X	_____	=	$_____
TOTAL INVENTORY SHRINK IN DOLLARS		% ATTRIBUTED TO SHOPLIFTING		ESTIMATED LOSS

8. FILL IN THE FACTORS WHICH YOU THINK APPLY TO YOUR COMPANY AND MULTIPLY:

$_____	X	_____	X	_____	X	_____	=
AVERAGE THEFT		NUMBER OF SHOP-LIFTERS PER STORE PER DAY		NUMBER OF OPERATING DAYS		NUMBER OF STORES	

$_____
ESTIMATED SHOPLIFTING LOSS

9. THE FOLLOWING EXAMPLE PERTAINS TO A 100 STORE COMPANY OPEN 363 DAYS PER YEAR WHICH BELIEVES THAT EACH OF ITS STORES IS VICTIMIZED BY SHOPLIFTERS AN AVERAGE OF 8 TIMES PER DAY:

$ 11.61	X	**8**	X	**363**	X	**100**	=
AVERAGE THEFT		NUMBER OF SHOP-LIFTERS PER STORE PER DAY		NUMBER OF OPERATING DAYS		NUMBER OF STORES	

$ 3,371,544
ESTIMATED SHOPLIFTING LOSS

10. COMPARE ESTIMATED LOSS IN PARAGRAPH 7 WITH ESTIMATED LOSS IN PARAGRAPH 8.

✱ Studies of good faith cashier overcharge and undercharge errors indicate a net error in favor of the customer.

SHOPLIFTING LOSSES

U.S. SUPERMARKETS

In 1983 the average value of the merchandise recovered each time a supermarket shoplifter was apprehended, was $11.61. (Up from $10.77 in 1982.)

The April 1983 issue of Progressive Grocer Magazine reports that there are 37,170 supermarkets and supermarket style stores in the U.S. By applying the following formula, we can arrive at an estimated yearly shoplifting loss in supermarkets.

$ 11.61	X	8	X	363	X	37,170
AVERAGE SHOPLIFTING THEFT		ESTIMATED NO. INCIDENTS PER STORE PER DAY		NUMBER OF OPERATING DAYS PER YR.		NUMBER OF SUPERMARKETS IN U.S.A.

$ 1,253,202,905

ESTIMATED SHOPLIFTING LOSSES

U.S. SUPERMARKETS 1983

AVERAGE NUMBER OF ITEMS RECOVERED

PER APPREHENSION

SUPERMARKET	3.1
DRUG STORE	2.8
DISCOUNT STORE	3.4

SEPARATE CATEGORIES

	ADULT MALES	ADULT FEMALES	TOTAL ADULTS	TOTAL JUVENILES	TOTAL MALE JUVENILES	TOTAL FEMALE JUVENILES
SUPER MARKET	2.7	4.0	3.3	2.7	2.3	3.4
DRUG STORE	2.4	3.3	2.9	2.7	2.0	3.6
DISCOUNT STORE	2.5	4.6	3.6	3.2	2.2	4.3

AVERAGE VALUE OF MERCHANDISE RECOVERED

PER APPREHENSION

ALL CASES

SUPERMARKET	$ 11.61
DRUG STORE	$ 14.89
DISCOUNT STORE	$ 27.12

SEPARATE CATEGORIES

	ADULT MALES	ADULT FEMALES	TOTAL ADULTS	TOTAL JUVENILES	TOTAL MALE JUVENILES	TOTAL FEMALE JUVENILES
SUPER MARKET	$11.95	13.58	12.63	9.52	7.09	13.26
DRUG STORE	19.14	19.20	19.17	9.40	7.53	11.53
DISCOUNT STORE	31.22	34.86	33.19	19.94	16.38	22.62

NUMBER OF CASES IN WHICH 1 TO 25 ITEMS WERE RECOVERED

	SUPERMARKET		DRUG STORE		DISCOUNT STORE	
NUMBER OF ITEMS	NUMBER OF CASES	PERCENT	NUMBER OF CASES	PERCENT	NUMBER OF CASES	PERCENT
1	7851	39.7%	1924	48.1%	3121	42.7%
2	4355	22.0%	759	19.1%	1367	18.7%
3	2285	11.6%	401	10.0%	779	10.7%
4	1541	7.8%	268	6.7%	476	6.5%
5	968	4.9%	142	3.6%	308	4.2%
6	750	3.8%	119	3.0%	279	3.8%
7	423	2.1%	87	2.2%	195	2.7%
8	343	1.7%	63	1.6%	168	2.3%
9	238	1.2%	33	.8%	116	1.6%
10	225	1.1%	38	1.0%	67	.9%
11	147	.7%	33	.8%	61	.8%
12	116	.6%	22	.6%	56	.8%
13	81	.4%	20	.5%	51	.7%
14	74	.4%	14	.4%	44	.6%
15	56	.3%	4	---	35	.5%
16	47	.2%	9	---	24	.3%
17	33	.1%	5	---	18	.2%
18	30	---	7	---	13	.1%
19	16	---	4	---	14	.1%
20	29	---	8	---	16	.2%
21	22	---	3	---	10	---
22	13	---	4	---	6	---
23	11	---	2	---	4	---
24	13	---	6	---	10	---
25	14	---	4	---	8	---
OTHER	85	.5%	18	.5%	62	.8%

VALUE RANGE

MERCHANDISE RECOVERED

NUMBER OF CASES WITHIN EACH VALUE RANGE

	SUPERMARKET		DRUG STORE		DISCOUNT STORE	
DOLLAR AMOUNT	NUMBER OF CASES	PERCENT	NUMBER OF CASES	PERCENT	NUMBER OF CASES	PERCENT
UNDER 50¢	1162	5.9%	274	6.9%	331	4.5%
50¢ to $ 1	1037	5.2%	129	3.2%	125	1.7%
$ 1 to $ 5	7573	38.3%	1266	31.7%	1485	20.3%
$ 5 to $10	4563	23.1%	828	20.7%	1431	19.6%
$10 to $25	3647	18.4%	887	22.2%	1916	26.2%
$25 to $50	1201	6.1%	388	9.7%	1075	14.7%
$50 to $75	284	1.4%	117	2.9%	371	5.1%
$75 to $100	103	.5%	43	1.1%	202	2.8%
$100 to $150	95	.5%	36	.9%	180	2.5%
$150 to $200	38	.2%	12	.3%	86	1.2%
OVER $200	66	.3%	17	.4%	108	1.5%

SHOPLIFTERS REFERRED TO POLICE

ADULTS PROSECUTED

	TOTAL ADULTS	ADULT MALES	ADULT FEMALES
SUPERMARKET	36.8	39.4	33.1
DRUG	39.5	43.1	36.7
DISCOUNT	48.9	47.3	50.2

JUVENILES REFERRED

	TOTAL JUVENILES	JUVENILE MALES	JUVENILE FEMALES
SUPERMARKET	27.9	27.6	28.4
DRUG	23.4	24.5	22.1
DISCOUNT	35.9	32.6	39.3

WHEN APPREHENSION OCCURRED

TIME OF DAY

TIME OF DAY	SUPER MARKET	DRUG STORE	DISCOUNT STORE
BEFORE NOON	10.9	10.7	8.5
NOON - 3:00	22.4	32.9	30.3
3:00 - 6:00 PM	32.7	34.2	35.8
6:00 - 9:00 PM	24.2	19.4	23.1
9:00 - MIDNIGHT	7.1	1.8	1.7
AFTER MIDNIGHT	1.3	.0	.0
NOT INDICATED	.9	.7	.2

SEX OF SHOPLIFTER

ADULTS

	ADULTS SUPERMARKETS	ADULTS DRUG STORES	ADULTS DISCOUNT
MALE	58.2	44.2	45.8
FEMALE	41.7	55.7	54.1

JUVENILES

	JUVENILES SUPERMARKETS	JUVENILES DRUG STORES	JUVENILES DISCOUNT
MALE	60.7	53.1	50.8
FEMALE	39.2	46.8	49.1

WHEN APPREHENSION OCCURRED

MONTH

MONTH	SUPER MARKET	DRUG STORE	DISCOUNT STORE
JAN	8.9	10.3	6.0
FEB	7.8	10.6	7.2
MAR	9.3	11.0	8.6
APR	9.3	9.5	8.8
MAY	8.1	9.0	9.0
JUN	7.3	9.4	8.7
JUL	7.6	8.3	9.0
AUG	7.9	7.5	8.7
SEP	8.7	5.6	9.1
OCT	9.2	6.3	9.2
NOV	8.2	6.7	7.6
DEC	7.2	5.2	7.6

DAY

DAY	SUPER MARKET	DRUG STORE	DISCOUNT STORE
MON	12.0	12.0	11.2
TUE	13.8	12.6	12.5
WED	16.2	15.0	14.1
THUR	16.6	15.6	13.4
FRI	15.5	16.6	16.9
SAT	14.2	16.9	18.9
SUN	11.4	10.8	12.6

AGE OF SHOPLIFTER

AGE GROUP	SUPER MARKET	DRUG STORE	DISCOUNT STORE	SIZE OF AGE GROUP WITHIN THE GENERAL POPULATION *
UNDER 12	5.3%	9.7%	5.3%	17.8%
12 - 17	17.6	26.4	27.7	10.3
18 - 29	38.6	28.5	41.2	21.9
30 - 39	18.7	15.1	15.5	13.9
40 - 49	8.1	6.9	5.3	10.0
50 - 59	5.7	5.6	3.0	10.3
OVER 60	5.6	7.5	1.7	15.7

* 1980 Census

SHOPLIFTERS UNDER 30 YEARS OF AGE

SUPERMARKET	61.5
DRUG STORE	64.6
DISCOUNT STORE	74.2

INCREASE IN CIGARETTE THEFTS

	PERCENTAGE OF CASES IN WHICH ONE OR MORE CIGARETTE ITEMS WERE RECOVERED		PERCENTAGE OF TOTAL VALUE OF MERCHANDISE RECOVERED WHICH WAS CIGARETTES	
COMPANY	1982	1983	1982	1983
A	11.4	24.0	10.6	28.5
B	8.8	11.4	10.5	24.1
C	6.6	10.3	12.5	25.4
D	14.6	21.7	13.5	23.6
E	11.2	22.0	3.4	22.6
F	17.4	21.0	8.6	11.0
G	19.5	34.7	8.5	31.3
H	7.2	13.1	9.7	17.7

VALUE OF MERCHANDISE RECOVERED

TOTAL VALUE

CIGARETTES AS PERCENTAGE OF TOTAL

	TOTAL VALUE MERCHANDISE RECOVERED	VALUE OF CIGARETTE MERCHANDISE RECOVERED	CIGARETTE MERCHANDISE AS PERCENTAGE OF TOTAL
SUPERMARKET	$229,697	$42,338	18.4%
DRUG STORE	$ 59,525	$ 3,407	5.7%
DISCOUNT STORE	$198,297	$ 1,488	.07%

CATEGORIES OF MERCHANDISE RECOVERED

Indicates the percentages of cases in which one or more items within the indicated categories were recovered.

	SUPER MARKET	DRUG STORE
FRESH MEAT	13.6	.1
DELI	8.5	.0
OTHER FOOD ITEM	21.6	.1
LIQUOR	10.3	3.9
CIGARETTES	16.2	5.6
VITAMINS	1.1	1.3
HEALTH & BEAUTY AIDS	9.6	.3
CLOTHING	6.4	7.6
OTHER NON FOOD ITEM	35.1	93.5

METHODS OF CONCEALMENT

INDICATES PRIMARY METHOD OF CONCEALMENT REPORTED

	SUPER MARKET	DRUG STORE	DISCOUNT STORE
PURSE	27.2	28.7	31.7
SHOPPING BAG	2.1	3.3	4.3
OTHER BAG	3.4	4.1	2.8
PROFESSIONAL	.4	.2	.1
POCKET	23.0	25.4	21.5
LABEL SWITCHER	.9	1.2	1.8
ACCOMPLICE	3.4	4.3	3.8
UNDER CLOTHING	30.6	21.7	19.5
OTHER METHOD	8.3	10.3	13.9
NOT INDICATED	.2	.3	.1

SUPERMARKET SHOPLIFTING DATA 1972 - 1983

YEAR AND NUMBER OF CASES	PERCENT OF ADULTS PROSECUTED	PERCENT OF JUVENILES TO POLICE	DAY WHEN MOST SHOPLIFTERS WERE CAUGHT	MONTH WHEN MOST SHOPLIFTERS WERE CAUGHT	TIME PERIOD WHEN MOST SHOPLIFTERS WERE CAUGHT	AGE GROUP MOST OFTEN APPREHENDED	PERCENT OF SHOPLIFTERS UNDER THIRTY YEARS OLD	RATIO OF MALE-FEMALE APPREHENSIONS	PERCENT CONCEALED IN POCKET-PURSE OR UNDER CLOTHING	AVERAGE NUMBER OF ARTICLES RECOVERED	AVERAGE VALUE OF MERCHANDISE RECOVERED
1983 19,773	36.8%	27.9%	THURS	MAR APR	3-6 P.M.	18-29	61.5%	59.0% M 40.9% F	80.8%	3.1	$11.61
1982 17,653	39.9%	30.8%	THURS	JUL	3-6 P.M.	18-29	64.0%	57.5% M 42.4% F	80.7%	3.1	$10.77
1981 14,285	41.9%	34.1%	TUES	OCT	3-6 P.M.	18-29	64.9%	54.7% M 45.2% F	80.0%	3.2	$10.06
1980 11,484	37.6%	32.1%	MON TUES	OCT	3-6 P.M.	18-29	63.9%	49.0% M 50.9% F	79.3%	3.2	$ 8.69
1979 14,720	34.1%	24.7%	MON TUES	MAR	3-6 P.M.	18-29	62.8%	55.3% M 43.6% F	78.0%	3.1	$ 7.37
1978 17,326	33.0%	21.7%	WED	APR	3-6 P.M.	18-29	70.6%	54.9% M 44.3% F	78.4%	3.2	$ 6.39
1977 16,255	35.3%	24.7%	FRI MON	MAY	3-6 P.M.	18-29	70.2%	52.6% M 47.3% F	80.6%	3.2	$ 5.99
1976 16,100	35.7%	24.9%	THURS	MAR	3-6 P.M.	18-29	71.6%	51.4% M 48.6% F	81.3%	3.2	$ 5.90
1975 18,303	37.3%	24.1%	WED	JAN	3-6 P.M.	18-29	71.2%	54.2% M 45.7% F	81.1%	3.0	$ 4.91
1974 18,165	42.3%	25.8%	FRI	MAR APR	3-6 P.M.	12-17	71.3%	56.5% M 43.5% F	79.2%	3.1	$ 4.97
1973 14,790	42.6%	25.0%	THURS	OCT NOV	3-6 P.M.	12-17	69.5%	51.2% M 48.8% F	79.4%	3.0	$ 4.32
1972 15,542	39.4%	23.6%	FRI	MAR	3-6 P.M.	12-17	66.5%	50.3% M 49.7% F	79.9%	3.0	$ 3.85

SHOPLIFTING DATA 1979 - 1983

DRUG STORES

YEAR AND NUMBER OF CASES	PERCENT OF ADULTS PROSECUTED	PERCENT OF JUVENILES TO POLICE	DAY WHEN MOST SHOPLIFTERS WERE CAUGHT	MONTH WHEN MOST SHOPLIFTERS WERE CAUGHT	TIME PERIOD WHEN MOST SHOPLIFTERS WERE CAUGHT	AGE GROUP MOST OFTEN APPREHENDED	PERCENT OF SHOPLIFTERS UNDER THIRTY YEARS OLD	RATIO OF ADULT MALE-FEMALE APPREHENSIONS	PERCENT CONCEALED IN POCKET-PURSE OR UNDER CLOTHING	AVERAGE NUMBER OF ARTICLES RECOVERED	AVERAGE VALUE OF MERCHANDISE RECOVERED
1983 3,997	39.5%	23.4%	SAT	MAR	3-6 P.M.	18-29 12-17	64.6%	48.1% M 51.8% F	75.8%	2.8	$14.89
1982 4,755	36.9%	20.7%	FRI	DEC	3-6 P.M.	18-29	63.8%	45.6% M 54.3% F	72.5%	2.9	$13.48
1981 6,810	25.9%	17.7%	FRI	DEC	3-6 P.M.	12-17 18-29	67.7%	52.4% M 47.5% F	71.3%	2.5	$11.77
1980 4,205	25.2%	18.8%	SAT	OCT NOV DEC	3-6 P.M.	12-17 18-29	67.0%	49.0% M 50.9% F	69.4%	2.8	$ 9.56
1979 4,015	36.7%	18.4%	SAT	DEC	3-6 P.M.	12-17	73.9%	52.8% M 46.1% F	67.2%	2.6	$ 9.07

DISCOUNT STORES

1983 7,311	48.9%	35.9%	SAT	OCT	3-6 P.M.	18-29	74.2%	48.1% F 51.8% M	72.7%	3.4	$27.12
1982 7,986	51.5%	42.1%	SAT	JUL	3-6 P.M.	18-29	76.7%	44.8% M 55.1% F	71.1%	3.2	$29.00
1981 6,103	52.7%	37.0%	SAT	AUG	3-6 P.M.	18-29	76.2%	39.3% M 60.6% F	69.1%	3.6	$29.11
1980 1,257	61.3%	43.9%	TUE	OCT	Noon-3 P.M.	18-29	62.8%	43.4% M 56.5% F	52.8%	5.0	$48.46
1979 1,440	63.4%	39.7%	THUR	MAR NOV DEC	Noon-3 P.M. 3-6 P.M.	12-17 18-29	64.5%	45.8% M 53.7% F	55.0%	4.5	$25.44

QUESTIONS

Q. Is shoplifting increasing?

A. This study is based on reported apprehensions. The number of shoplifters apprehended does not necessarily reflect the amount of shoplifting activity which takes place. The number of apprehensions is more an indication of the quality and intensity of the effort made to discover and apprehend offenders.

Q. This study deals with shoplifters who got caught. Is there any way to determine how many steal without getting caught?

A. There is no way to know. Inventory shrink figures are of little help for the reasons outlined on pages three and four. Informed guesses by loss prevention practitioners are that from twenty to fourty get away for each one caught. Logic would suggest that these estimates should be reduced in stores which have fulltime resident agents who devote their time to shoplifting suppression or in stores which have properly administered article surveillance systems.

Q. Most of the data in this report is from Southern California. Would the results be the same from stores in other parts of the country?

A. The physical configuration of supermarkets is quite similar throughout the Country. This makes the opportunity to steal constant. Therefore, it would seem reasonable to assume that the experience of stores in other parts of the country would be similar to those reporting in this study. We would welcome hard data to confirm or deny this notion.

Q. Would the prosecution of more shoplifters provide an increased deterrent against this crime?

A. The range of prosecutions by different reporting companies is from a low of 20% to a high of 80%. The difference in the policy regarding how many shoplifters are prosecuted does not appear to effect the number of apprehensions from year to year. Other retailers, not included in this study, report that they prosecute all shoplifters apprehended. They also report that they continue to apprehend large numbers each year.

QUESTIONS

Q. The results of this study over the years continue to show that the shoplifter is ever present. Is that an indication that the apprehension/prosecution approach is not effective?

A. Loss prevention professionals seem to agree that apprehension and prosecution of a certain number of shoplifters is essential to any prevention program. Since the odds that one can steal in a self-service store without being caught are quite good, it can be argued that the experience of predecessors is not a significant thought in the mind of a shoplifter who is about to steal. Certain individuals may never steal because they fear detection. It is also arguable that a great many more continue to steal because they have done so successfully in the past. Prevention is the key word. Since there is never enough loss prevention or operating personnel to keep all customers under surveillance all of the time, perhaps article surveillance or some other yet to be developed technology is the hope of the future.

Q. What significance is there to the figures which show the high incidence of theft of FRESH MEAT, LIQUOR AND CIGARETTES?

A. This year's report indicates that in forty percent of the apprehensions one or more items in those three categories of merchandise was recovered. That figure speaks for itself regarding the need for countermeasures. Since those items are the target of professional shoplifters possessed of the ability to avoid detection, substantial amounts of that merchandise is probably leaving the stores undetected.

Q. Were there any surprises in the 1983 data?

A. The most interesting thing is the dramatic increase in cigarette thefts as indicated by the figures on Page Fourteen. We had been hearing that cigarette thefts were up and now the figures are in to show that to be true.

Q. Does the data show shoplifting to be an impulsive act or a deliberate one?

A. Out of the 31,081 cases included here, 12,896 or forty one percent involved a single item. If you believe that the theft of a single item could be an impulsive act, you are left with sixty percent of shoplifters who are deliberate and who think out in advance their plan to steal.

COMMERCIAL SERVICE SYSTEMS INC.

COMMERCIAL SERVICE SYSTEMS, INC. is an investigative company which specializes in retail security systems for the control of losses due to DISHONEST and INEFFICIENT PERSONNEL and SHOPLIFTING. The company was incorporated in 1946. Executive offices are located in Van Nuys, California.

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